

**Montana Public Employees Retirement Administration  
Board and Management Team Retreat  
Last Updated February 06, 2014**

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## **1. De-brief of the 2013 Board Self-Evaluations**

a. What stands out to you in very positive ways?

- The Board always attends the meetings.
- The Board is committed to self-education, being prepared, and engaging well.
- The Board shows and up and is prepared.
- There is a commitment to personal integrity and the Code of Conduct.
- We recognize the knowledge and expertise of the staff.

b. What stands out to you in the survey that indicate a concern or challenge?

- Identifying and meeting our goals.
- Maintaining positive relationships with other Board members, the Executive Director, and senior staff.
- Respecting the liaison relationship of the Executive Director to the staff.
- The Board doesn't always have reports about cases and issues coming down the pike; they need to be made aware sooner. A recent example is payments being made after they should have been stopped to the member.
- The Board is more reactive than pro-active.

b. What are some ideas to improve the Assessment results the next time we take it? What action steps or changes would you like to suggest based on what the Assessment indicates?

- Staff: Make the Board more aware of trends and issues on the horizon.
- Improve the new member orientation.
- Find educational opportunities for the Board.
- Engage in Board education opportunities.
- Look what is going on nationally and share it.
- Devote time to review, update and create new policies.
- Enhance our relationships with Legislative Party leadership.

## **2. Review and analysis of the Board-set goals and objectives developed at the September, 2012 Board Retreat**

I. Every quarter include a list of the Board's goals and objectives.

– We didn't expect maybe for the first quarter.

II. Hollie Koehler, Internal Auditor, will research whether or not there is a rule or statute requiring conference reports for out-of-state Board-approved travel.

– Yes, it was done and communicated! The answer was "no." Now we have a new and wonderful way to do business. It gave us needed time, and less feelings of being rushed.

III. Ask staff to come back with two or three options for Board meetings.

– Yes, we had a discussion in January. We now use consent agenda items and written reports in advance of meetings.

IV. Staff will create a cheat sheet for new Board members and also continue ongoing training throughout the year.

– No, we didn't do this step. Staff needs more information about what Board members would like it to cover. We do have both the Green Sheet and the acronym list, which are helpful and a step in the right direction.

V. Prepare for the Legislative Session.

– We did pretty good in preparing for it.

– Legislation was developed in advance.

– We hired a lobbyist.

– A newsletter was sent with the legislation information in it.

– The Board did not contact six Legislators as we planned, but they did communicate with community members.

– The result was five of our seven bills passed – 457, qualifications, except for funding for PERS, Game Wardens, Sheriffs, and Highway Patrol. Overall, we gave our success a rating between 5 and 8 on a scale of 1 to 10.

– Funding was extremely important, and we didn't get what we wanted.

– On the success side, the Defined Contribution effort failed, which was very good news.

– We had our own funding bill, but the Governor's Budget didn't address systems that are under-funded.

### **3. Review and affirmation of the Board's versus the Executive Director's and staff's responsibilities, the Governance Principles and Board Processes documents, with Kate Talley**

a. Where are we on target and doing our jobs very well?

- The Committees work well.
- We are pro-active about issues and changes; we are prepared.

b. Where do we recommend we do a better job of staying within our two distinct areas?

We will include these on our strategic plan to-do list.

- Committees do not meet often enough.
- Education is hard; we need more local trainings. The out-of-state travel to trainings is a challenge.
- The Policy review is of the minutiae versus the 40,000 foot view items about which we need to speak in a single view. The Legislative Committee meetings were focused on reacting, versus thinking about policy changes and requests well in advance.

c. What action ideas do we want to suggest for possible inclusion in our Strategic Plan from our review of the Governing Principles and Board Processes:

- Review and sign the Code of Conduct.
- Examine the orientation process and content for new Board members.
- Discuss the loyalty to the Governor who appoints us, and then our subsequent responsibility to the members, and how we deal with both.
- Should we be communicating with the Governor about our official decisions?
- Educate Board members, perhaps with outside vendors and staff.
- As the Board President, address the fact that communications with the Governor did not come to or through the President. The Governor did not communicate directly to the President, but to other members. Clarify this.
- Devote a half-day of Board time to reviewing the policies to make sure they are current, clear and concise.
- Examine the process of evaluating the Executive Director, and look for ways to improve it.
- Regarding the Expense Allocation Process, and particularly MPERAtiv, review our initial allocation and be sure we are allocating costs appropriately.
- Change the Board member replacement and appointment cycle to avoid losing Board wisdom and experience.

#### **4. What will affect our future that we should all be aware of?**

What is happening in the world of state retirement systems we should be aware of – trends, issues, changes?

- Cash balance claims are becoming more of an option, a hybrid of defined benefit plan and investment. This will come up in our future, which will be a challenge to the defined benefit plan.
- The GASB changes, two new statements which will change two different disclosures. This will be a humongous issue with budgets, bonds and books. There are more questions than answers, and people don't feel prepared. It's mysterious.
- Being able to respond to "Pension Reform" which means pension trashing and elimination.
- The stable value lack of options, an investment option that took a hit in 2008. Available options are limited.
- The State has the same looming issue, a great number of upcoming retirees – and the impacts on our economy they will have. This also involves people's preparedness, or lack there-of.
- October 17th's affect on the stable value bond portfolio.
- Federal change: A different definition of governmental entities that now include Water Districts, Cemetery Boards and others.
- This isn't just a State Employee Benefit Plan; it covers many more entities.
- The Guaranteed Annual Benefit Adjustment lawsuit and HB 454 threatens contract rights and many things about how we do our work, which flows into how we educate our members about the impacts. Potentially money will have to be returned from tens of thousands of people.
- MPERA's resources to address everything here well – both effectively and in a timely way.
- We have tied our funding to coal, the new environmental whipping post, which might not create the revenues we need.
- Funding for Sheriffs, Game Wardens, and Peace Officers is not in place, and not actuarially sound. We need legislation. There is more money going out than coming in.
- There is potential for a lawsuit from current PERS employees regarding increased costs for the same benefits.
- We do experience 13% returns year after year!
- There is correspondingly always a worry about a market correction.
- Coal and natural resources in general face opposition; people are dead set against them, but they could fund a lot of systems.
- We are about to launch, with MPERAtiv, a new, and much more efficient system!!
- Customer service is about to vastly improve as a result of MPERAtiv.
- Retirement planning education needs to begin in grade school.
- Financial literacy is becoming more and more important, such as the definition and understanding of compound interest.

## **5. The Board's vision for the ideal future, the impacts and results we want to contribute to**

If we had all the time and resources at our disposal that we could possibly need, what would we as a Board like to accomplish? What would be our legacy, the successes we most want to contribute to? Think of this in ideal terms for now, and we will make them practical as we get more detailed.

### The Board's first draft Vision Statements

- The retirement system is fully funded and sustainable.
- A support and administrative system is in place for the retirement system that is respected by all the stakeholders for its efficiency, professionalism, and effectiveness.
- All retirement funds are present and available when needed.
- Members are educated and participate in major decisions about the system.
- The MPERATiv transition to the new operating system is successful and on time.
- The staff is empowered to accomplish their strategic goals.

## **6. Where should -- or could -- we put our energies over the next year or so?**

A brainstorm: Based on all the areas we revisited and discussed today about the Board's responsibilities, our role, what's going on in the world that affects us, and our recent accomplishments, what do we want to or could focus our time on? What could we do that's new? What should we continue doing?

### Brainstorm group #1:

- Initiate action to achieve an effective working relationship with TRS and Board of Investments, the Governor and OBPP.
- Communicate with all members on a broader level.
- Market MPERA to members and employers.
- Promote the benefits of a defined benefit plan to the public and stakeholders.
- Reinforce that public employees contribute to their retirement and pay taxes.
- Address GWPORS and SRS funding status.
- Propose consistent triggers in PERS.
- Plan for a successful transition of Roxanne as she prepares to retire in two years.
- Increase participation in 457 – in numbers and dollars.
- Communicate with Governor Bullock on improving relationships.
- Assist the Executive Director with communicating and improving the relationship with the Governor's Office.
- Reduce the costs to 10 base points ASAP, after MPERATiv is implemented and staff changes occur.
- Determine what the Board thinks of as a sustainable retirement.
- Actively support and promote MPERA.
- Redirect the management time currently spent preparing for monthly Board meetings.
- Reduce expenses after MPERATiv by addressing staff changes and needs.

#### Brainstorm group #2:

- Implement six Board meetings a year.
- Implement MPERAtiv.
- Empower the staff.
- Think of ways to provide education outside of the regular Board business meetings.
- Develop metrics and service standards.
- Ensure PERIS has a way to report service standards.
- Focus on funding.
- Focus on stakeholder relationships.
- Define the priority of Board agenda items.
- Pre-determine the agenda items at the end of each prior meeting.
- Discuss the option of having Board-only Executive Session at each meeting for non-action matters.
- Educate employers on the plans, MPERAtiv and retirement funding issues.
- Influence the Governor’s Office on Board appointments.

#### Brainstorm group #3:

- Educate members on the various plans and options.
- Empower the staff through new system / tools.
- Increase education staff.
- Reduce on-line; increase personal contact.
- Market our education.
- Create a liaison to the Governor’s Office.
- Reach out to stakeholders in a positive way and message.
- Identify education opportunities, such as conventions.
- Control the information / message better.
- Identify the root sources of the negative information.
- Increase the staff and Board interaction through social events.
- Reduce the Board / staff intimidation factor.

#### Brainstorming group #4:

- Propose change to the disability process and eligibility. Medical review standard.
- Propose legislation to allow auto-enrollment in 457.
- Look for more opportunities to educate employers about retirement issues and the availability of 457.
- Propose legislation to address contract violations in PERS.
- Increase the advocacy for systems by Board in legislation.
- Successfully implement MPERAtiv ahead of schedule.
- Develop a strategic plan to react to 2015 changes.
- Pass VFCA off to third party administration.
- Invite members to Board meetings.
- Televise meetings.

### **7. What are our priority strategic directions? What clearly rises to the top for the coming year?**

After some analysis of the possible courses of action, the following priorities were identified.

I. Initiate and improve good two-way communications with the Governor and Governor's Office staff.

a. Why is this important to us? What is the value to MPERA, the Board, staff, and stakeholders?

- The health of the retirement system.
- The credibility of MPERA and the Board.
- A unified front at the Legislature.

b. What are we hoping to accomplish? If we are completely successful, what outcomes will take place?

- Ongoing productive, frank conversations with the Governor's Office and staff.

c. What are the small and large action steps do we suggest to reach our ideal outcomes?

- We reach out to the Governor's Office and ask for a meeting.
- Think about and ask about with whom we should be meeting.
- Move forward in a good, positive working relationship.
- Formulate our talking points, those things we want them to know and understand from our perspectives. Identify what we want from our meetings with them.
- Chose one or more Board members to make the initial steps.
- Regularly, formally, invite members of the Governor's staff to parts of our Board meetings and legislative committee meetings.
- Utilize Sheila Hogan, Director of the Department of Administration, and her experience. Follow up with her about our important issues to make sure she is aware as possible.
- Work with Sheila on the Save 4 Retirement Week activities.

d. What benchmarks of dates, deadlines, products or actions completed do we want to set for ourselves to ensure progress is taking place?

- Our phone calls to the Governor's Office are readily returned.
- The Governor's Office asks for our feedback on retirement issues; they value our opinions.
- They want to fix HB 454. A discussion between us takes place, and a mutual decision is made.
- Conversations take place between us.
- Both offices pick up the phone readily; we have a professional and good working relationship, while recognizing we won't always agree on everything.

e. Who and/or what committees will be responsible?

Terry, Scott, Sheena, and Roxanne. Scott will convene the meetings and ensure a time line of activities is developed and shared with the Board.

<b>Communications with Governor's Office</b>		
<b>Timeline</b>		
<b>January 23, 2014</b>		
<b>Task</b>	<b>Due Date</b>	<b>Comments</b>
Identify relations committee	1/23/14	Scott, Terry, Sheena
Sheena will contact the Governor's Office	1/23/14	Check availability
Set an initial meeting with the Governor's Office before the next Board Meeting	2/11/14 or 2/12/14	Governor, Dan Villa, Ryan Evans, Tim Burton



<b>Communications with Governor's Office</b> <b>Timeline</b> <b>January 23, 2014</b>		
<b>Task</b>	<b>Due Date</b>	<b>Comments</b>
Extend a formal invite to the Governor's Office to the next Legislative Committee Meeting	3/6/14	Letter to come from Scott

## II. Transition the Board meeting schedule from monthly to six times a year.

a. Why is this important to us? What is the value to MPERA, the Board, staff, and stakeholders?

- The current model eats up staff time and resources.
- They are costly.

b. What are we hoping to accomplish? If we are completely successful, what outcomes will take place?

- Overall efficiency.
- Six meetings per year meet everyone's needs.
- Less staff time needs to be devoted to them, than what we currently do.
- Board meeting agendas focus on the strategic goals set at this meeting.
- There is a policy and procedure focus at Board meetings, with effective delegation of appropriate decisions to the staff.

c. What are the small and large action steps do we suggest to reach our ideal outcomes?

- Discuss and identify the distinction between the decision making authority of the two bodies – the Board and staff.
- Make any necessary policy changes.
- Implement a process of closed session phone call meetings if we find them necessary for Disability Appeals.
- Change the Administrative Rules to allow for this schedule, such as about Disability Appeals.
- Discuss how we will better utilize committees and their meetings between regular Board meetings.
- Examine the contents of the current Board meeting agendas to consider what should be eliminated and passed to a staff or Board committee responsibility, and what should remain being brought to the full Board.
- Inform all our stakeholders of this change; announce it as soon as possible.
- Announce at the November meeting we are skipping the December meeting and our new schedule.
- Set the schedule for the year ahead.

d. What benchmarks of dates, deadlines, products or actions completed do we want to set for ourselves to ensure progress is taking place?

- The feedback from staff says the new model works adequately to meet their needs.
- At every meeting, on every Board meeting agenda, brainstorm together a debrief of the every other month model: Is it working? How can we make it even more effective?

- At every meeting, on every Board meeting agenda, brainstorm “What do we want to cover, talk about, and accomplish at our next Board meeting?” while the subjects are on the tops of our minds.

- Affirm at every meeting whether it is acceptable to meet in two months, or whether because of any issue, we feel we need to meet sooner than the two months format.

- Monitor and relay feedback, good and bad, from members about the new meeting schedule.

e. Who and/or what committees will be responsible?

Patty, Sheena, Timm, and Roxanne. Patty will convene the meetings and set a time line of the important activities.

### III. Educate our employers, members, and other stakeholders about MPERA.

a. Why is this important to us? What is the value to MPERA, the Board, staff, and stakeholders?

- Among all groups, improving our reputation and understanding our issues and needs is very important.

- Not just important to MPERA also important to members.

- Well educated members means they are better prepared for retirement.

- Well educated employer’s means employers can more readily engage employees on our behalf and more easily support and administer the plans.

- Educating employers on the value of the plan for their entity, to help them understand the importance of a retirement plan for recruitment, retention, and overall employee morale.

- Well educated employers, members, citizens, and stakeholders understand the importance of retirement benefits for the overall health of the state and local economies.

- Employers and members understand the difference between PERS-DB, PERS-DC and the small systems.

b. What are we hoping to accomplish? If we are completely successful, what outcomes will take place?

- All the stakeholders better understand the benefits, mechanics, and their ability to defend what we provide.

- See above.

- Members will retire with a stable retirement.

- Employers will understand the different systems, which members belong in each system, and the general provisions of each system.

c. What are the small and large action steps do we suggest to reach our ideal outcomes?

- Talk more in the community, with employers and members, about what is proposed in Legislative Sessions, and during and after the Sessions, as well.

- Provide local education opportunities by collaborating with unions, Health Care Benefits, and other entities with whom we can work.

- (MASBO, School Boards- MTSBA, SAM –School Administrators of Montana, OCHE, MACo, League of Cities and Towns, MPEA, MEA-MFT, Police & Fire Organizations, OPI (Janelle Mickelson)

- Ideas: Have a meeting of these groups to discuss who to better interact with each group.

- Marketing Material: One page pieces – that refer to more detail.

- Contact orgs to see if we can provide articles for their newsletters, publications.
- Messages to different levels.
- Payroll and HR staff buy-in.

d. What benchmarks of dates, deadlines, products or actions completed do we want to set for ourselves to ensure progress is taking place?

1. Establish meetings with the organizations (Sheena will attend) no later than April 30, 2014
  - a. Diane will invite MPERA to already established meetings with administrators, school board and clerk.
2. After meetings regroup to determine other steps

e. Who and/or what committees will be responsible?

Mike, Terry, Sheena, and Patty. Patty will convene the meeting, add the components left blank above as proposals to the whole Board, and create a time line of activities.

Develop Action Item/Next steps

1. Patty will meet with education staff to outline what tasks need to be completed to meet with each organization listed.
2. Jenny will work with Diane to develop one page fact sheet on 457 to generate interest in the plan.

IV. Ensure the full, on-time, and successful implementation of MPERAtiv.

a. Why is this important to us? What is the value to MPERA, the Board, staff, and stakeholders?

- A lot of time and money has already been invested.
- It replaces an inadequate system.
- It will improve our customer service.
- It is necessary for the staff's on-going ability to do their work.
- For staff morale.
- The ability to get meaningful information from the system such as reports for the Legislature.

b. What are we hoping to accomplish? If we are completely successful, what outcomes will take place?

- Happy members and retirees!
- Accurate and timely information.
- Improved customer service.
- Reduced costs.
- Restructured staff units.
- Good accessibility to records by members.
- Good employer accessibility to records.
- Staff will be more productive and proud of what they can provide through their customer service.
- Space needs are met; there are adequate spaces for the work force to carry out the transition.

c. What are the small and large action steps do we suggest to reach our ideal outcomes?

- Consider the hiring of temporary employees to ensure the change-over takes place on schedule. In doing so, make a recommendation to the Board about this.
- Stay out of the way. Avoid making it more difficult. Allow it to continue as the staff's top priority.
- Allocate the necessary resources; approve the staff's recommendation to hire temporary staff to:

- Provide assistance with the data cleansing;
- Do the data analysis; and
- Accounting functions.

All these would be temporary positions, and were needed yesterday. Are these funds in the current budget? Yes. The risk is there might not be enough money to cover everything we need.

- Go forward with the floor plan revisions in one contract.
- Find a stable, convenient Board meeting space.

d. What benchmarks of dates, deadlines, products or actions completed do we want to set for ourselves to ensure progress is taking place?

- July 15, 2015 is the "Go Live" date.
- Order the remodeling of office / meeting space ASAP.
- Hire the new staff ASAP.
- Plan the January meeting for elsewhere. Staff will investigate and reserve a new space.

e. Who and/or what committees will be responsible?

June, Patty and Bard will make up the committee. June will convene the meeting, add the components left blank above as proposals to the whole Board, and create a time line of activities.

V. Begin the legislative agenda to fund retirements for both Game Wardens and Sheriffs.

- a. Why is this important to us? What is the value to MPERA, the Board, staff, and stakeholders?
- b. What are we hoping to accomplish? If we are completely successful, what outcomes will take place?
- c. What are the small and large action steps do we suggest to reach our ideal outcomes?
  - Work with the legislative candidates before the elections; begin their education early.
  - Provide talking points to advocates and stakeholders, the tools to respond to negative people and better be able to advocate for us.
- d. What benchmarks of dates, deadlines, products or actions completed do we want to set for ourselves to ensure progress is taking place?
- e. Who and/or what committees will be responsible?

The Legislative Committee will convene to add the components left blank above as proposals to the whole Board, and create a time line of their activities for 2013-2014.

VI. Address the University System employee contributions issue.

- a. Why is this important to us? What is the value to MPERA, the Board, staff, and stakeholders?
- b. What are we hoping to accomplish? If we are completely successful, what outcomes will take place?
- c. What are the small and large action steps do we suggest to reach our ideal outcomes?  
– Ask the Legislative Committee to include university employees, RP and MSURP, DC corrections.
- d. What benchmarks of dates, deadlines, products or actions completed do we want to set for ourselves to ensure progress is taking place?
- e. Who and/or what committees will be responsible?  
The Legislative Committee of Bob, Terry, Scott, and Melanie/Kate will convene to add the components left blank above as proposals to the whole Board, and create a time line of their activities for 2013-2014.

VII. Begin the transition / succession planning for Executive Director Roxanne Minnehan.

- a. Why is this important to us? What is the value to MPERA, the Board, staff, and stakeholders?
- b. What are we hoping to accomplish? If we are completely successful, what outcomes will take place?
- c. What are the small and large action steps do we suggest to reach our ideal outcomes?
- d. What benchmarks of dates, deadlines, products or actions completed do we want to set for ourselves to ensure progress is taking place?
- e. Who and/or what committees will be responsible?  
The Personnel Committee of Timm, Melissa, Sheena and Melanie will convene to add the components left blank above as proposals to the whole Board, and create a time line of their activities for 2013-2014.

VIII. Increase the interactions and mutual support between the Board and staff.

- a. Why is this important to us? What is the value to MPERA, the Board, staff, and stakeholders?
- b. What are we hoping to accomplish? If we are completely successful, what outcomes will take place?
- c. What are the small and large action steps do we suggest to reach our ideal outcomes?
- d. What benchmarks of dates, deadlines, products or actions completed do we want to set for ourselves to ensure progress is taking place?
- e. Who and/or what committees will be responsible?  
The Personnel Committee of Timm, Melissa, Sheena and Melanie will convene to add the components left blank above as proposals to the whole Board, and create a time line of their activities for 2013-2014.

IX. Prepare for the Court decisions about GABA rules, both prongs.

- a. Why is this important to us? What is the value to MPERA, the Board, staff, and stakeholders?
- b. What are we hoping to accomplish? If we are completely successful, what outcomes will take place?
- c. What are the small and large action steps do we suggest to reach our ideal outcomes?
  - Look at the triggers.
  - Look at the “what ifs” regarding the lawsuit being rejected or accepted. Prepare for either or both decisions.
  - Discuss the options with the stakeholders.
  - Ensure the staff and programmers are prepared for either outcome.
  - Figure out the GABA rate change potential impacts, and how to track it.
- d. What benchmarks of dates, deadlines, products or actions completed do we want to set for ourselves to ensure progress is taking place?
- e. Who and/or what committees will be responsible?
  - Legislative Committee.

## 8. Meeting Evaluations Summary

1. What parts of the meeting were the most helpful, interesting, and/or worthwhile?

Board members:

- Opportunity for open, informal discussion of issues outside the normal formal meeting. Give and take with staff in a more flexible environment. Thinking about what's most important. Airing difficult issues. Naming difficult issues and proposed actions.
- Thoughts and conversation on increasing communications with Governor.
- The review of our Board evaluation.
- Able to have a frank and honest conversation.
- Relationship with Governor's Office, and plan to fix.
- The fact that we had a plan for issues, and not just identify them.

Management Staff:

- Most helpful: Open discussion on important topics.
- Break-out sessions identifying desired action items.
- Action steps and what are we going to do; setting goals. We are getting somewhere.
- Developing committees to address identified issues and goals. Addressing Executive Director succession.
- Small group brainstorming, what Board should work on.
- Identified issues. Plans to address the issues.
- Goals with outcomes, action plans, etc.
- Sharing concerns and fears. Setting committees to take the necessary actions. Direction with working on relationship with the Governor.

2. What parts of the meeting were the least helpful, interesting, and/or worthwhile?

Board members:

- Board survey.
- Board assessment, necessary but slow and not much discussion.
- All the talk about the Governor.
- Review of the Board processes.
- All good.
- Talks on MPERAtiv. It is and will happen, but it takes time. Have patience!

Management Staff:

- Table arrangement; better with round tables.
- All was good.
- Lunch where one table was small; maybe need to number off. Reviewing the 2012 Goals and Objectives because they were not in good form.
- Introductions; is there a better way to get people talking?
- Assign seating. Board evaluations; what was the point? Didn't do anything with them.
- Some Board and staff silence on important topics.

3. What did we accomplish that was important or valuable to you?

Board members:

- Education for employers. Legislative committee to work with Governor's Office.



- Fleshed out and identified Personnel to achieve goals.
- Board strategic planning.
- Board open discussion.
- Six meetings a year. Plan to work with the Governor. Better communication with members.
- Been on the Board for quite some time, and got to finally know more about other people.

Management Staff:

- A plan of action on eight very important issues.
- Plan to improve and repair communications with the Governor and his office.
- Identified the goals and focus for the next year.
- Board meetings less often.
- Set goals.
- Less Board meetings. Empower staff. Going through the strategic planning process with the Board.
- Whole Board conversation about establishing and improving working relationship with the Governor's Office.

4. What changes should we make to future meetings like this one?

Board members:

- Worked well.
- Try to make shorter if we can.
- All at one table. Lunch didn't end up mixed up.
- Staff hour / Board hour separately. Reconvene with thoughts, concerns, ideas.
- Worked well. Nothing.
- None.
- Maybe cover less ground.
- None; great meeting.

Management Staff:

- Use smart board / projector so notes can be typed and large enough to read.
- Find a way to get Board discussion on the Governing Principles.
- Different room set-up; don't like to have my back to people.
- Actually work on goals, versus just talk.
- I would do this the same way again. However, could the split at lunch allow for all to participate?
- None; was very good.

5. What should we leave exactly the same because it worked well?

Board members:

- Review of Board evaluation.
- Time to talk about specific issues.
- Same coordinator next year.
- Think, plan, act, and follow-up.

Management Staff:

- The process to drill down to the main goals.
- I'm amazed that Beki gets us through so much material.
- Have a facilitator!
- Open discussions.
- Action plans, the how to.
- Mixed Board and staff seating arrangement, and explaining job duties at lunch.
- Process for goals, etc.
- The afternoon activities.

6. Any other comments?

Board members:

- Well done on helping us with the process and setting priorities.
- THANKS.

Management Staff:

- Excellent job Beki
- Ran smoothly.

## **9. MPERA Board and Agency Mission Statements, and MPERA Vision Statements**

### **MPERA Board Mission Statement**

The Montana Public Employees' Retirement Board, as fiduciaries, administers its retirement plans and trust funds, acting in the best interest of the members and beneficiaries.

### **MPERA Agency Mission Statement**

The Montana Public Employee Retirement Administration efficiently provides quality benefits, education and service to help our plan members and beneficiaries realize a successful retirement.

### **MPERA Vision Statements**

Internally:

- Promote a work environment that values quality, respect, diversity, integrity, openness, communication and accountability.
- Focus on effective communications.
- Successfully implement MPERActiv.
- Successfully manage the organizational change process associated with MPERActiv.

Externally:

- Build and maintain effective relationships with stakeholders.
- Ensure the sustainability of the retirement plans.
- Continue to protect the pension trust funds.
- Provide quality customer services to our members and employers.